



Guidelines for Administering the Cadet Program

On-line presentation in the **TRAINING LEADERS of CADETS** curriculum
"Managing a Cadet Program" Block • Lesson M1

CIVIL AIR PATROL

WELCOME.

It is the testing officers, admin officers, personnel officers, and squadron commanders who enable cadets to take their tests, earn promotions on time, and receive their well-deserved awards. In many squadrons, these positions are shouldered by a single CAP volunteer. What are the key policies and procedures that a small staff should focus on in administering the Cadet Program?



Overview & objectives

Describe the top ten regulatory policies that govern how the Cadet Program is administered, and discuss best practices.

1. Orientations & membership
2. Personnel records
3. Textbooks & manuals
4. Test administration
5. Special performance requirements
6. Promotions
7. Special awards
8. Flying
9. Fundraising
10. Adverse actions



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OVERVIEW

This presentation aims to help leaders of cadets better manage the Cadet Program at the squadron level. We will look at the top ten regulatory policies that govern how the Cadet Program is administered. Along the way, this presentation will include two quizzes to help you gauge your learning.

Students should complete this seminar at home, before arriving at TLC. During the in-residence portion of TLC, you will have an opportunity to ask questions about Cadet Program administration, and share best practices.



Topic #1

Orientation & Membership



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Let's get started with our first topic, Orientation & Membership.



1. Orientation & membership - general

Important Facts

Eligibility: age 12 to 18

School Program is open to 6th graders

Apply using CAPF 15

Physician's review may be needed

Membership is official when shown on
E-Services

Must be a member to fly, ride in a van



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MAIN POINT #1: ORIENTATION & MEMBERSHIP

The first steps a young person takes in the Cadet Program are orientation and membership. Here are some important facts:

Eligibility: Cadets must be at least 12 to join, except younger cadets can join a School Program unit. Youth can enter the cadet program through age 18, but at 19 and beyond, they can join only as senior members.

Form: Sign up your cadets using the CAPF 15, *Application for Cadet Membership*. This form needs to be signed by the cadet's parents, and the unit commander. Send it directly to National Headquarters, along with a check for their first year's dues. Also included on the CAPF 15 is a voucher for the Free Cadet Uniform program, which we'll discuss in a moment. (To learn what annual dues are in your wing, see the Member Services section at cap.gov.)

Medical: If the cadet indicates they have medical issues on the CAPF 15, their physician will need to sign-off on their application and indicate what restrictions they have, if any. This will affect the cadet's level of participation in the physical fitness program, including the Cadet Physical Fitness Test (CPFT), which we'll discuss in a moment.

Membership Status: Cadets are not officially members of CAP until National Headquarters processes their application and adds the cadet's name to your unit roster in E-Services. Remember, only CAP members can ride in CAP vehicles or fly in CAP aircraft.



1. Orientation & membership - general



Best Practices

Have a cadet ready to greet new prospects.

Meet the parents; use the Parent's Guide.

Require prospective cadets to attend 3 meetings before joining.

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What are some best practices you suggest for getting cadets started in CAP? This slides lists three.

Again, during the in-residence portion of TLC, you will have an opportunity to discuss and debate best practices with members from different squadrons.



1. Orientation & membership - tools

Member Kits

- Textbooks
- CD-ROM
- Mini-posters
- Wallet cards

Free Cadet Uniform

- Taxpayer-funded
- AF-style blue uniform
- Be a good steward



Before we leave the topic of orientations and membership, you should know that after a cadet joins CAP, he or she is welcomed by two benefits.

Member Kit: This zip-up binder includes the cadet textbooks; a CD-ROM called *The Next Step*, which is loaded with almost everything found on the CAP website; some wallet cards; and mini-posters showing how to wear the uniform properly. National Headquarters ships the Member Kit to every cadet within 2-weeks of joining.

Cadet Uniform Program (CUP): When Air Force funding is available, new cadets can receive an Air Force style blue uniform at no cost to them. Have your cadets apply for a uniform by completing the voucher that is attached to the CAPF 15 membership application. The uniform will arrive at the cadet's home in about 30 days. If you have problems with an uniform issued through the Cadet Uniform Program – such as receiving the wrong size uniform – the CUP page at cap.gov/cadets will explain how to fix the problem. Keep in mind that the CUP is taxpayer funded, so if the cadet leaves CAP, please be a good steward by making an effort to recoup the uniform and issue it to another cadet.



1. Orientation & membership - tools

Best Practices

Help size cadets for their uniform.

Issue BDUs from unit or wing supplies, if possible.

Have wing patches, cutouts, and insignia in unit supply.

Encourage cadets who do not have computers to use the library's or a fellow cadet's.



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What are some best practices you suggest for implementing the FCU and Member Kit programs in your squadron?

Once cadets join CAP, you will want to create a personnel file for them, which brings us to the second item on our list, personnel records.



Topic #2

Personnel Records



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Once cadets join CAP, you will want to create a personnel file for them, which brings us to the second item on our list, personnel records.



2. Personnel records

Treat member records as confidential.

CAPF 66
Cadet Master Record

CAPF 52-x
Phase Certification

E-Services
cap.gov

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MAIN POINT #2: PERSONNEL RECORDS

Keeping track of cadets' progress in CAP is easy. We'll look at the two main forms that are involved, and the online E-Services system. Here are some important facts:

CAPF 66, Cadet Master Record. Think of the CAPF 66 as the cadet's permanent record. It stays in the unit's files and records their test scores, moral leadership participation, encampments, promotions, etc. You can record nearly everything a cadet does in CAP using this form (if you have the time to do so), *but what is most important is that you record their test scores and promotion dates so you can track their progress and know when cadets become eligible for promotions.*

CAPF 52 series forms, Phase Certification. There are four forms in the CAPF 52 series, one for each phase in the Cadet Program. These forms are temporary records charting a cadet's progress through each phase. When promoting a cadet, the commander and the cadet signs this form. Unlike the CAPF 66, the CAPF 52 does not remain at the squadron; at the end of the phase, the cadet sends the completed form to National Headquarters, where their milestone award is processed.

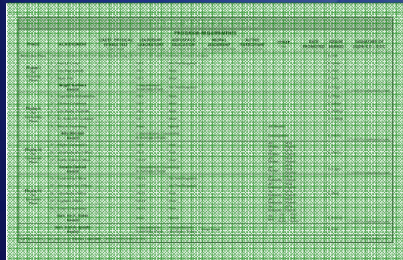
E-Services. CAP has an on-line database called E-Services, which allows you to see all the members listed on your unit roster and access their individual records. E-Services will tell you when their membership comes due, what awards they have earned, their contact information, as well as their emergency services ratings and more.

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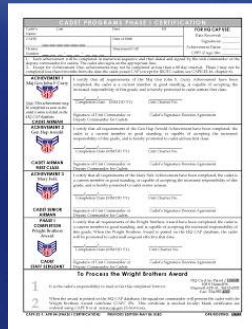


2. Personnel records

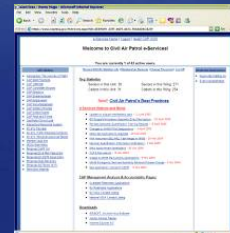
Treat member records as confidential.



CAPF 66
Cadet Master Record



CAPF 52-x
Phase Certification



E-Services
cap.gov

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MAIN POINT #2: PERSONNEL RECORDS continued ...

Other Items for the Personnel File: Each cadet should have a folder that holds their CAPF 66 and CAPF 52-series form. Additionally, you should include a copy of their membership application, because it indicates their parent approves their involvement in CAP. Members' files should also include copies of any other personnel actions, such as CAPF 2a's that grant cadets special awards, or announce a transfer from another unit.



2. Personnel records

Best Practices

Schedule time for record-keeping after testing.

Consider using a database in lieu of a CAPF 66.

Use E-Services to watch for when member renewals come due.

Recording test scores and promotion dates is what's most important for the CAPF 66.



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What best practices do you suggest for managing cadets' records in your squadron?

Now that you understand how to record cadets' accomplishments, let's move on to consider how to administer the academic portions of the Cadet Program.



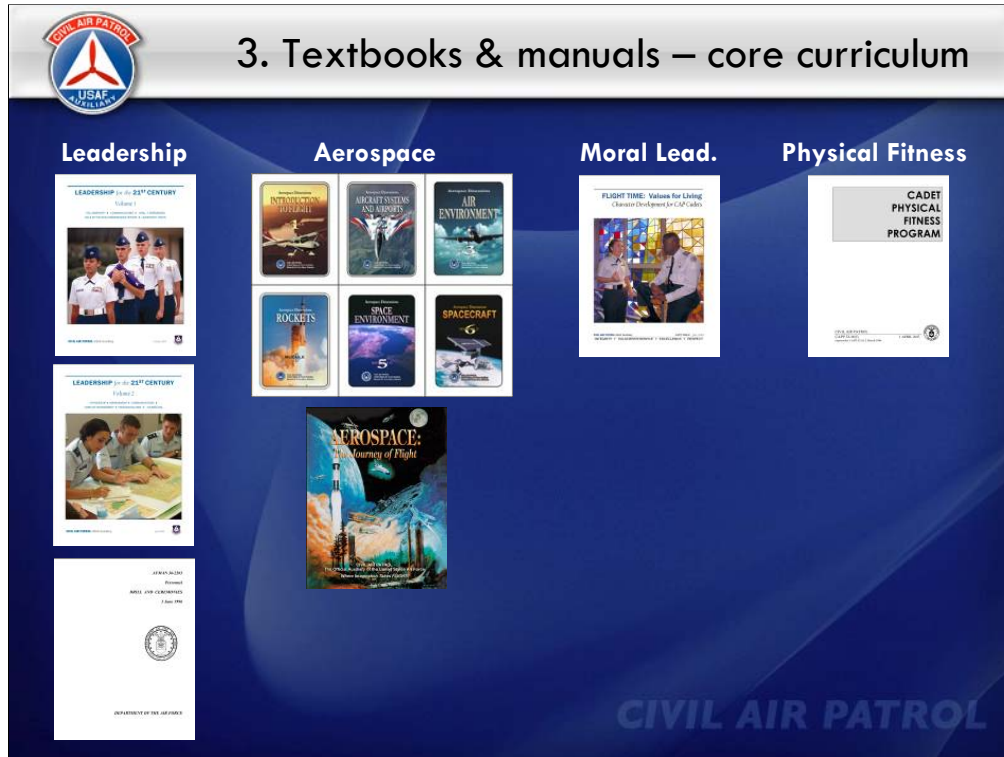
Topic #3

Cadet Textbooks & Manuals



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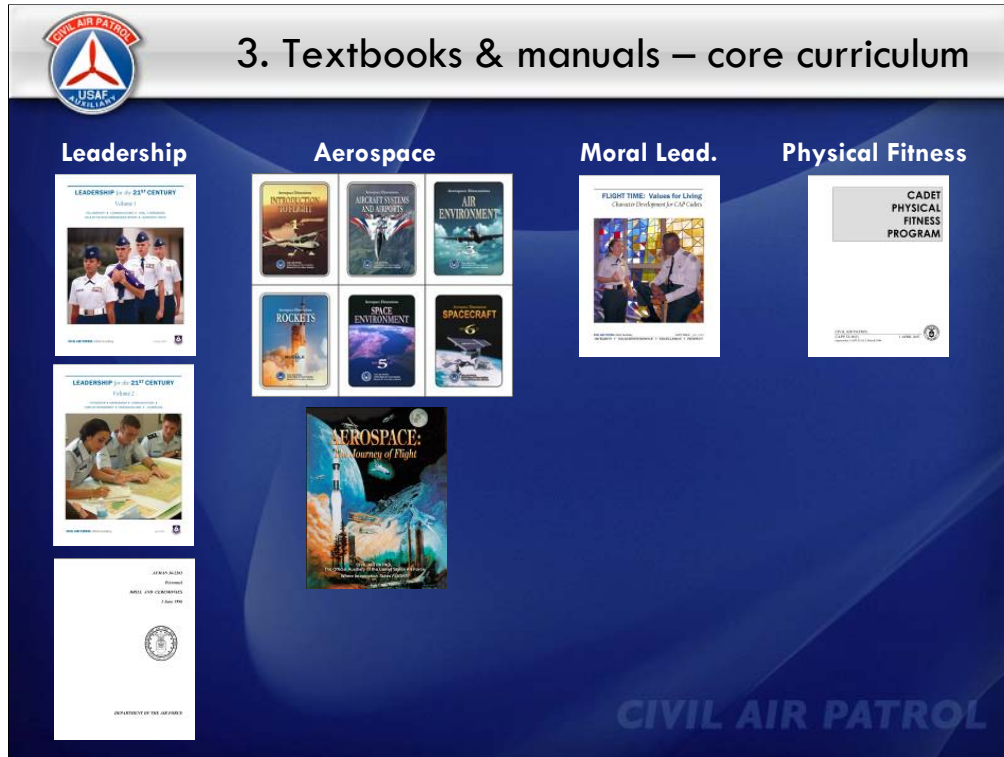
MAIN POINT #3: CADET TEXTBOOKS

As illustrated by this slide, cadets use textbooks or manuals as they progress through four of the five program elements. (There are no formal texts for the activities element.)

Leadership: Cadets study one chapter of *Leadership for the 21st Century* during each Achievement, except Achievement 8. They read each chapter consecutively (chapter 1 for Achievement 1, etc.). This two-volume text was previously titled *Leadership: 2000 and Beyond*, and except for minor editorial changes, the two versions are nearly identical. For drill and ceremonies, cadets rely on the Air Force's AFMAN 36-2203, *Drill and Ceremonies*. In many of the chapters in the leadership text, cadets will be directed to AFMAN 36-2203, where they will study different drill maneuvers.

Aerospace: Cadets study one module of *Aerospace Dimensions* per achievement during Phases I and II, except Achievements 1 and 8 do not have aerospace requirements. Cadets may study the modules in any order, which allows units to organize group activities and group study. After earning the Mitchell Award, cadets use *Aerospace: The Journey of Flight*, during Phases III and IV.

Continued



MAIN POINT #3: CADET TEXTBOOKS continued . . .

Moral Leadership: For moral leadership, cadets use CAPP 265-2, *Flight Time: Values for Living* as their manual. This publication includes numerous case studies that the cadets will discuss during moral leadership forums. *Flight Time* is technically not a textbook – it functions more like a leader’s guide to conducting moral leadership forums. New cadets should complete the introductory module in *Flight Time* before participating in the case studies with the other cadets in the squadron.

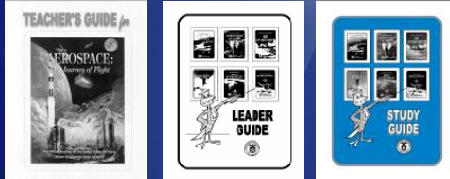
Physical Fitness: Cadets use CAPP 52-18, *Cadet Physical Fitness Program*, as their fitness manual. Like *Flight Time*, CAPP 52-18 is not a textbook but rather a manual and leader’s guide. Cadets will want to review it to learn how the Cadet Physical Fitness Test is conducted. The publication is available on *The Next Step* CD-ROM.

Phase III & IV Texts: When cadets first join, National Headquarters mails them all the texts they will need to complete Phases I and II. But once they earn their Mitchell Award, cadets will need to purchase the Volume 2 of the leadership text from CAP-Mart, as well as the *Aerospace: The Journey of Flight* text. A reminder to do so is included on the CAPF 52.

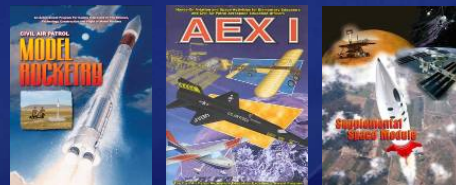


3. Leader & activity guides

Aerospace Study & Leader Guides



Aerospace Activity Guides



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CAP offers leader guides, student guides, and activity guides to supplement your aerospace program. This slide shows only some of the more popular products, so check the AE website for more resources.

Cadet Texts: A leader guide and student guide is available for the *Aerospace Dimensions* module, and for *Aerospace: The Journey of Flight* there is a student guide. All are available on the AE website and *The Next Step* CD-ROM.

Activity Guides: There are three great activity guides, each containing exciting hands-on projects and step-by-step instructions.

The *Model Rocketry* book guides you through the process of building, launching, and tracking model rockets. Cadets who complete the rocket activities qualify for the Model Rocketry Badge.

The *AEX (Aerospace Excellence)* has activities that relate to aviation and space in general. Units who complete six activities in the *AEX* book qualify for an Aerospace Excellence Award.

The *Supplemental Space Module* augments modules five and six of the *Aerospace Dimensions* text. It includes activities using the Satellite Tool-Kit software, available free to CAP units. The STK activities allow cadets to track satellites and learn about space technologies.



3. Textbooks & manuals



Best Practices

Read and become familiar with the cadet textbooks.

Use instructor guides and the special texts to plan unit activities.

Keep a set of texts handy to show prospective cadets and parents.

Encourage cadets to study using the AE student guides.

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What best practices do you think would help your squadrons' cadets make the most of their textbooks and manuals?



Topic #4

Test Administration

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Now that we know what textbooks cadets use, let's move on to discuss how to administer the tests that accompany those books.



4. Test administration

Important Facts

Only testing officers proctor tests.

Keep tests under lock and key.

Offer testing every 30 days.

Read the test instructions.

Some leadership tests have a drill portion.

Provide cadets with feedback about the questions they missed; correct AE tests to 100%

See CAPP 52-18 for how to administer the CPFT.

State directors administer the Spaatz Award exam.



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MAIN POINT #4: TEST ADMINISTRATION

With written tests being the foundation of cadet promotions, it is important that leaders administer them properly. Here are some important facts concerning how cadet achievement tests are administered:

Security. Unit testing officers administer tests. Commanders may appoint a number of alternate test control officers, but the integrity of the testing process is upheld in part by having only a small cadre authorized to proctor and score tests. When tests are not in use, they are to be locked away. Test security is especially important because there is only one version of most tests.

Frequency. Offer cadets opportunities to test at least once per month. As a general rule, once per month should be sufficient.

Test Instructions. Each test booklet – whether it is for leadership, aerospace, or a milestone award exam – comes with instructions on how to administer the tests. The testing officer should read and become familiar with these instructions. The leadership and aerospace tests are multiple-choice.

Drill Tests. Some leadership achievement tests have a performance section where cadets will need to show they know how to drill, or lead a flight in drill. The test instructions will explain how to administer the drill portions. You can have experienced cadets help you by calling commands, etc.

Feedback. Whenever a cadet takes a written test, they should receive feedback about how they did, and what sections they should study again. When cadets pass an aerospace test, they must correct it open-book to 100%, through the help of an AE mentor.

Continued ...



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State directors administer the Spaatz Award exam.



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MAIN POINT #4: TEST ADMINISTRATION continued ...

CPFT. Not all tests are multiple-choice. Of course, the Cadet Physical Fitness Test requires cadets to perform certain exercises.

Run Plus 2 out of 3. For most cadets, the rule is simple, “run plus 2 out of 3.” Cadets must pass a mile run or shuttle run, and then two out the three remaining events: curl-ups, a sit-and-reach, and push-ups.

Fitness Categories. Squadron commanders assign their cadets to one of four fitness categories:

Category I: No restrictions.

Category II: Temporarily restricted from one or more event due to an illness, injury, or even obesity.

Category III: Indefinitely restricted from one or more event for medical reasons.

Category IV: Indefinitely restricted from all events due to medical reasons.

For More Information. We will spend more time on the CPFT during our final exercise. Also, you can download videos from the web and The Next Step CD that show how to administer the CPFT.

Spaatz Exam. We hope that you have cadets who achieve the Spaatz Award, the Cadet Program’s highest honor. When a cadet is ready for the Spaatz exam, he or she must request permission to take it from their squadron commander and wing commander. The state director administers the test, which includes a comprehensive leadership test, a comprehensive aerospace test, the CPFT, and a moral leadership essay.



4. Test administration

Best Practices

Proctor, score, and give feedback – all on the same night.

Schedule time for AE mentors and performance tests in drill.

Have enough copies of tests to meet your unit's needs.

Record cadets' test scores on the CAPF 66 as soon as possible.

Watch for cadets who fail a test more than twice; provide them a tutor.

Schedule fitness training, not just fitness testing.

Use the Testing Officer's Quick Reference to inventory tests.



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What are some best practices to consider in administering cadet tests?



Topic #5

Special Performance Requirements

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Written tests and physical fitness tests are not the only requirements cadets must meet to qualify for cadet promotions. Next, we'll review some special requirements that apply to certain achievements and awards.



5. Special performance requirements

Important Facts

Must participate actively to earn promotions.

Must serve as discussion leaders and recorders during Moral Leadership.

Encampment is required to earn the Mitchell.

An essay & speech is required at Achievement 8 and the Eaker Award.

Phase III & IV cadets participate in Staff Duty Analysis.

A leadership academy is required to earn the Eaker Award.



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MAIN POINT #5: SPECIAL PERFORMANCE REQUIREMENTS

Here are some important facts concerning special performance requirements – encampments, public speaking, essays, and more:

Participation. Cadets must participate actively to earn promotions. Of course, cadets will occasionally miss a meeting or two. School-related absences are considered “excused” absences. Commanders should teach their cadets to be responsible by calling a superior if they have signed-up to attend an activity, but are unable to participate at the last minute. Ultimately, there is a degree of subjectivity in deciding whether a cadet is making an honest effort to participate actively.

Moral Leadership. During Phases II and III, cadets must serve once as a discussion leader and once as a recorder during moral leadership forums. In Phase IV, cadets must serve twice as discussion leaders and recorders.

Encampment. To complete Phase II and earn the Mitchell Award, cadets must complete an encampment. If a cadet is unable to attend your wing’s encampment due to another commitment, encourage them to visit the cap.gov/cadets website to find information about encampments in neighboring wings. Cadets who attend an encampment are highly likely to renew their CAP membership.

Continued



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MAIN POINT #5: SPECIAL PERFORMANCE REQUIREMENTS continued...

Essays & Speeches. At Achievement 8 and the Eaker Award, cadets must write an essay and deliver a speech to the unit. The topics are leadership-related and are found in CAPR 52-16, along with scorecards.

Staff Duty Analysis. Part of cadet officers' leadership training involves staff duty analyses. During each achievement in Phases III and IV, they study a squadron-level staff position and write a 2-page report summarizing what they learned. Additionally, once during Phase III and once during Phase IV, they must serve as an apprentice to a senior member staff officer and complete some performance requirements. See CAPP 52-14 for step-by-step instructions on how to administer the SDA program. We will also come back to SDAs during our final exercise.

Eaker Award / Leadership Academy. Before a cadet earns the Eaker Award, they must complete a leadership academy, either Cadet Officer School at Maxwell AFB; a Region Cadet Leadership School; or *The CAP Officer Course*, which is a correspondence course.



5. Special performance requirements

Best Practices

Use sign-up rosters for activities;
encourage missing cadets to participate.

Have cadets tell you in advance if they
know they will be absent.

Have encampment information ready when cadets join.

Ask seniors to mentor cadets during SDAs.

Have mentors help cadets get started writing essays & speaking in public.



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What best practices would you suggest for administering the “special performance requirements” we just reviewed?



Time for a quiz

Answers are shown in the notes pane.

If you answer incorrectly, please go back and review the corresponding slide again, or the relevant CAP publication.

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Quiz

1. Your squadron has orientation flights scheduled for this weekend. A new cadet wants to fly but has not yet received his CAP ID card. How do you know if he is an official member of CAP and eligible to fly?
- a. The cadet is not a member until he receives his CAP ID.
 - b. The cadet became a member when the squadron commander signed his CAPF 15.
 - c. Check E-Services on-line. If the cadet is listed, he is officially a member of CAP.

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Answer: C

References:

Page #4

CAPR 39-2, "CAP Membership," chapter 2.

http://level2.cap.gov/documents/u_120403111801.pdf



Quiz

2. One of your cadets just qualified for the Wright Brothers Award. Which of the steps below must be completed for the award to become official?
- a. Submit her completed CAPF 66 to National Headquarters for processing.
 - b. Submit her completed CAPF 52-1 to National Headquarters for processing.
 - c. Submit her Wright Brothers Award exam score to Wing Headquarters for processing.

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Answer: B

References:

Page #9

CAPR 52-16, "Cadet Program Management," Chapter 2.
http://level2.cap.gov/documents/u_082503073142.pdf



Quiz

3. What is one major advantage of the *Aerospace Dimensions* modules?
- a. Cadets can read the modules on-line, and complete the open-book tests at home through E-Services.
 - b. Cadets can complete the modules in any order. Therefore the squadron can tailor aerospace activities to a specific module, and cadets can study the modules as a group.
 - c. Cadets complete each modules sequentially. What they learn in module 1 prepares them for module 2.

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Answer: B

Reference:

Page #13

CAPR 52-16, "Cadet Program Management," Chapter 2.
http://level2.cap.gov/documents/u_082503073142.pdf



Quiz

4. A cadet brings you a doctor's note explaining that he can not run due to chronic knee problems. However, he can do other exercises. What physical fitness category should this cadet be assigned to?

- a. Category I
- b. Category II
- c. Category III
- d. Category IV

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Answer: C

References:

Page #19

CAPR 52-16, "Cadet Program Management," Chapter 1.

http://level2.cap.gov/documents/u_082503073142.pdf



Quiz

5. At different levels in the Cadet Program, cadets may be required to meet special performance requirements. Match each level listed in the left column with its corresponding special performance requirement listed in the right column.

- | | |
|--------------------------------|-------------------------|
| 1. Eaker Award | a. Encampment |
| 2. All cadets | b. Staff Duty Analysis |
| 3. Mitchell Award | c. Active participation |
| 4. Phase III & IV cadets | d. Speech & essay |
| 5. Achievement 8 & Eaker Award | e. Leadership academy |

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Answers: 1 e, 2 c, 3 a, 4 b, 5 d

References:

Pages #22 & 23

CAPR 52-16, "Cadet Program Management," Chapter 2.

http://level2.cap.gov/documents/u_082503073142.pdf



Topic #6 Promotions



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We've reviewed the tests and special performance requirements cadets must complete to qualify for promotions and advance in the Cadet Program. Next, we'll consider the promotion process as a whole.



6. Promotions

Important Facts

Squadron commanders are the promoting authority.

Promotions should bring new responsibilities.

Cadets may be retained in grade.

Counsel cadets using a CAPF 50.

Promotion boards may be used, if applied consistently. Focus on performance.

“Pin-on” new insignia in public and celebrate the promotion.

Milestone Awards are issued by National Headquarters.



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Authority to Promote. The squadron commander, or deputy commander for cadets in a composite squadron, has the authority to promote a cadet or retain the cadet in grade by signing their CAPF 52 and CAPF 66. These leaders can take input from other seniors and cadet officers, but ultimately the promotion decision is up to the commander or deputy.

New Responsibilities. Promotions should bring new responsibilities and higher expectations. This is especially true for milestone awards, as cadets transition from followers in Phase I, to leaders of small groups in Phase II, to indirect leaders in Phase III, and executive-level leaders in Phase IV. Is the cadet fulfilling their current responsibilities? Are they ready for the new responsibility that comes with that promotion? These are the types of subjective questions that seniors need to ask themselves when considering whether a cadet is ready for a promotion. (We will discuss cadet staff assignments in depth during the “Managing a Cadet & Senior Team” lesson.)

Retaining in Grade. What if the cadet doesn’t follow through with their responsibilities? What if the cadet does not lead by example? Or what if the cadet has a great attitude, but is a little too young and immature for the responsibilities that come with a big promotion? In situations like those, the unit commander may retain the cadet in grade. When doing so, it is important that the cadet receive constructive feedback. Keep it positive, let the cadet know what they need to do to improve, and match them with a mentor. Finally, be sure to schedule a time to re-visit the promotion issue so that the cadet does not feel like they will be retained indefinitely.

Continued ...



6. Promotions

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“Pin-on” new insignia in public and celebrate the promotion.

Milestone Awards are issued by National Headquarters.



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continued ...

Counseling & CAPF 50. When cadets become eligible for promotions, it is a good opportunity to give them feedback about their leadership performance. Counsel cadets at least once per phase, and if you decide to retain them in grade. One good tool for providing feedback is the CAPF 50, *Cadet Progression Evaluation*. (We will discuss counseling and leadership issues during the “Adolescent Development” and “Leading Indirectly” lessons).

Promotion Boards. Units are free to have a promotion board discuss the cadet’s performance, but those boards should be implemented consistently. Since promotion eligible cadets have already passed written tests, boards would do well to focus on evaluating the cadet’s duty performance and attitude, not their academics.

Pinning-on New Insignia. Once the unit commander signs the cadet’s CAPF 52 and CAPF 66, the promotion takes effect. Make a big deal out of promotions by pinning the new insignia on the cadet during a squadron formation.

Milestone Awards. For milestone awards, the cadet will need to send their completed CAPF 52 to National Headquarters for verification, as instructed on the form. Delay the pinning-on ceremony until award is shown on E-Services. For all milestone awards except the Wright Brothers Award at Phase I, National Headquarters will mail an award certificate to the unit. For the Wright Brothers Award, the unit prepares the certificate, so order some blank certificates and keep them on hand. Finally, the Mitchell, Earhart, Eaker, and Spaatz Awards should be presented by a dignitary. See CAPR 52-16, chapter 2 for details.



6. Promotions

Best Practices

Keep CAPF 66's current; know when cadets are eligible for promotion.

Give cadets' feedback using CAPF 50; involve cadet officers.

When retaining a cadet in grade, be specific about what they need to do and when you'll reevaluate their performance. Stay positive.

Make award ceremonies special.

Challenge cadets and raise your expectations as they progress, but remember the Cadet Program is a learning environment for youth.



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What are some best practices for promotions? How can you use them to shape cadets' behavior? What are some good ways of administering the promotion program overall?



Topic #7

Special Awards

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We've discussed the cadet promotion system, but promotions are not the only awards available to cadets. Next, let's look at what types of special awards and honors cadets can receive in CAP.



7. Special awards

Important Facts

Promotions are not the only awards cadets can receive.

- Service & activity ribbons
- Cadet of the year awards
- College & flight scholarships
- Commanders' commendations
- The Congressional Award
- President's Challenge awards



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MAIN POINT #7: SPECIAL AWARDS

As leaders, we need to value our cadets' hard work by rewarding them when they go above and beyond. Here are some important facts about the special awards cadets may earn in CAP. For full details, see CAPR 39-3, *Award of CAP Medals, Ribbons, & Certificates*.

Service & Activity Ribbons. Cadets can earn service and activity ribbons. Here are a few examples:

Recruiter: Cadets who recruit 2 new members, and seniors who recruit 7 new members, are eligible for a recruiter ribbon.

Encampment, National Cadet Special Activities & IACE: Members who complete any of these activities qualify for the respective ribbon.

Cadet Advisory Council: Cadets who serve on the CAC qualify for a ribbon at the completion of their term. During their term, primary representatives are authorized a shoulder cord.

Cadet Competition: Cadets who win the drill team or color guard competition at the wing level or higher, and their senior member leaders, are eligible for a ribbon.

Search & Rescue and Find: Members who locate an ELT and are active in Search and Rescue missions can earn ribbons.

Community Service: Cadets who perform 60-hours of community service are eligible for a ribbon.

Red Service: The Red Service Award recognizes longevity. Members qualify for this award when they complete 2 years of service in CAP.

Continued ...



7. Special awards

Important Facts

Promotions are not the only awards cadets can receive.

- Service & activity ribbons
- Cadet of the year awards
- College & flight scholarships
- Commanders' commendations
- The Congressional Award
- President's Challenge awards



CIVIL AIR PATROL

MAIN POINT #7: continued . . .

Cadet of the Year Awards

Cadet of the Year: Every squadron should name a “cadet of the year.” To qualify for the national-level award, cadets must be at least 17 and have earned the Earhart Award.

VFW & Air Force Association Awards: Both the VFW and AFA have awards recognizing your squadron’s cadet of the year. A ribbon accompanies the award. Request the award directly from the VFW or AFA.

Air Force Sergeants’ Association: The AFSA will recognize your unit’s top cadet non-commissioned officer with a ribbon. The AFSA award is a great way to recognize outstanding young cadets. Request the award directly from AFSA.

Secondary Benefits: One secondary benefit of these awards is that in talking with your local VFW, AFA, or AFSA, your unit could develop a long-term partnership with those organizations.

Continued ...



7. Special awards

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CIVIL AIR PATROL

MAIN POINT #7: continued . . .

College & Flight Scholarships

National-level College Scholarships. CAP has thousands of dollars available in college scholarships for both cadet officers and seniors who lead cadets. For details, see cap.gov/cadets.

National-level Flight Scholarships. Cadet officers who want to earn their pilot's license should apply for a Daedalian Flight Scholarship or the Spaatz Association's Aerospace Leadership Scholarship. For details, see cap.gov/cadets.

Commanders' Commendations: Members who go above and beyond while serving in a position of significant responsibility are eligible for a Commander's Commendation Award. The award is accompanied by a ribbon, and is approved by the wing commander.

The Congressional Award - This award, sponsored by the U.S. Congress, recognizes young people who serve their communities and work hard to develop their individual potential. CAP has a special partnership with the Congressional Award, and cadets are able to apply many of their CAP experiences toward the award's requirements. See CAPP 52-5, *The Congressional Award*, for details.

Presidents' Challenge Awards – Cadets who demonstrate outstanding performance on the Cadet Physical Fitness Test may be eligible to earn a "President's Challenge" award from the Presidential Council on Physical Fitness & Sports. See CAPP 52-18, *Cadet Physical Fitness Program*, for details.



7. Special awards



Best Practices

Host an annual awards dinner.

Present a cadet of the year award.

Use the AFSA award to recognize younger cadets.

Tell cadets & parents about scholarships.

Involve the PAO in awards ceremonies.

Create your own annual awards – Most Improved Cadet, Outstanding Mentor, Academic Honor Roll, Cadet of the Month, etc.

CIVIL AIR PATROL

What are some best practices for administering the “special awards” we just reviewed? Does your squadron offer any special awards of its own?



Topic #8 Flying



CIVIL AIR PATROL

Between promotions and special awards, you have dozens of ways to recognize your cadets. Perhaps one of the best “rewards” in CAP is just to experience the thrill of flying. Next, we’ll review the flying programs available to cadets.



8. Flying

Important Facts

- Flights are fun and educational.
- Tell parents when flying is scheduled.
- Flights can be powered or glider.
- Ten flights can be reimbursed.
- Cadets fly for free.
- Follow the reporting & reimbursement rules.
- Cadets must be under 18 and in uniform to fly.
- Military o-flights may be available.



CIVIL AIR PATROL

MAIN POINT #8: FLYING

One of the biggest perks about being a cadet is having opportunities to fly. Here are a few important facts concerning cadet orientation flights:

Flights Are Fun & Educational. Flights are conducted using a syllabus. Each flight has an objective – one flight may focus on navigation, another may showcase flight maneuvers, while yet another flight might emphasize the effects of weather. With each flight relating to one of the *Aerospace Dimensions* modules, what cadets experience aloft helps them better understand what they learn from their textbook.

Tell Parents When Flights Are Scheduled. Parents authorize cadets to fly when they sign the CAPF 15 *Application for Cadet Membership in CAP*, so no additional legal forms are needed for cadets to fly. However, it is always a good policy to ensure parents know when flights are scheduled. (Working with parents is discussed in depth in lesson L4 “Partnering With Parents”.)

Flights Can Be in Powered or Glider Aircraft. CAP-owned or member-owned aircraft may be used to fly cadets. Pilots must meet the criteria listed in CAPR 60-1, *CAP Flight Management*.

Continued ...



8. Flying

Important Facts

Flights are fun and educational.
Tell parents when flying is scheduled.
Flights can be powered or glider.
Ten flights can be reimbursed.
Cadets fly for free.
Follow the reporting & reimbursement rules.
Cadets must be under 18 and in uniform to fly.
Military o-flights may be available.



CIVIL AIR PATROL

MAIN POINT #8: continued . . .

Ten Flights Can Be Reimbursed. Federally-appropriated dollars support the orientation flight program. *There is never any cost to the cadet.* Up to 5 glider flights and 5 powered flights can be reimbursed, per cadet. Wing commanders have the option of increasing that number, as their budget allows.

Follow the Reporting & Reimbursement Rules. There are five basic steps in the reporting and reimbursement process: (How these procedures work in your wing will be discussed during the in-residence portion of TLC).

1. Cadet flies according to the syllabus
2. Flight data is entered into E-Services
3. Wing verifies the data
4. NHQ processes reimbursement request
5. Wing receives funds

Age Restrictions. Cadets must be under age 18 and in uniform to participate in a Cadet Orientation Flight.

Military Orientation Flights. Both seniors and cadets may participate in orientation flights aboard military aircraft. Typically, these flights are coordinated by your CAP-USAF State Director. Availability may be limited due to the military's mission requirements.



8. Flying

Best Practices

Have cadets review their syllabus before flying.

Each flight corresponds to one of the modules, so have the cadet fly the syllabus that matches the module they just completed, if possible.

Coordinate with pilots, wing staff, and other units to schedule flights.

Fly each cadet at least twice per year.

Be judicious with aircraft ferry time.

Have a senior stay on the ground to marshal cadets and handle paperwork.

Plan sorties with a detailed schedule.

Put 1 cadet in the front, 1 in back. Fly to a different airport, then have the cadets switch seats and fly back.

Take pictures and involve the PAO.

Remember, for many cadets, an o-flight will be their first time ever aloft!

What best practices do you recommend for flying cadets and for running your orientation flight program in general?



Topic #9 Fund Raising



CIVIL AIR PATROL

Flying is a tremendous activity for cadets. It teaches aerospace, promotes a drug-free ethic, and it's a lot of fun. Fortunately, money is available to fly cadets at no cost to the cadet or the pilot. But still, it takes money to run a cadet squadron. Next, we'll briefly discuss how to administer a fund raising project.



9. Fund raising

Important Facts

Local activities are supported with local funds.

Leaders need to account for all funds.

Review CAPR 173-4 before beginning a fundraising project.



CIVIL AIR PATROL

MAIN POINT #9: FUND RAISING

As with most any non-profit, in CAP local projects are funded with local dollars. Each squadron therefore will need to raise funds to support itself. From an administrative standpoint, you should know two important facts:

Leaders Need to Account for All Funds. Be a good steward of the money that members and the public are donating to Civil Air Patrol. This includes keeping accurate records that account for all deposits, showing how donations are spent, and avoiding even the appearance of impropriety.

Review CAPR 173-4 Before Beginning a New Fund Raising Project. In short, this regulation allows car washes, raffles, squadron dues, grants, and other fund raising staples, with approval from wing headquarters. However, the regulations specifies that funds are to be raised as "Civil Air Patrol," not as the USAF Auxiliary. The regulations also prohibit some types of fund raisers, including airplane rides, "percentage professional fund raisers," and any project that results in a financial gain for a member.



9. Fund raising



Best Practices

- People support people, not programs. Show how CAP helps local kids.
- Seek donations from area businesses, civic groups, and the United Way.
- Put your parents' committee to work.
- Use plane washes, concession stands, raffles, etc. as fundraisers.
- Charge monthly dues (\$2 - \$3).
- Promote accountability by making financial reports available.

CIVIL AIR PATROL

What are some best practices in fund raising? What are some good ways to provide for your squadron's financial needs?



Topic #10 Adverse Actions

CIVIL AIR PATROL

Fund raisers are the bane of busy squadron commanders. But as your fund raising program grows, so will squadron's connections to your community, which will help the squadron grow its membership, its programs, and its overall ability to succeed. Next, as our final administrative topic, we'll consider the final resort in working through difficult personnel issues -- adverse actions.



10. Adverse actions

Important Facts

Try to handle personnel issues informally.

- Counseling
- Oral reprimands
- Written reprimands
- Loss of privileges

For persistent problems or a firmer response:

- Membership suspensions
- Demotions
- Membership termination



CIVIL AIR PATROL

MAIN POINT #10: ADVERSE ACTIONS

There is no substitute for good leadership, especially in a volunteer organization like CAP where unhappy members can leave at will. But even good, healthy squadrons may encounter difficult personnel issues. Members who refuse to comply with CAP regulations, policies, or directions of higher authority are at cross-purposes with the organization they purport to serve. Here are some important facts concerning adverse actions in CAP:

Try to Handle Personnel Issues Informally. In most cases, the best first step is to meet with the member, discuss your concerns, and make your expectations clear to them. Should the member's misconduct persist, informal counseling, verbal reprimands, written reprimands, and a suspension of any special privileges they enjoy are some of the tools available to leaders. Additionally, the commander should meet with the cadet's parents to discuss the problem. Of course, with cadets it is especially important to help them learn from their mistakes, and not to give up on them.

If the problem persists, or if the nature of the offense warrants a firmer response, squadron commanders may suspend, demote, and terminate the member. In those instances, be certain to follow the guidelines of CAPR 35-1, *Assignment & Duty Status*, and CAPR 39-3, *Membership Termination*. (Again, the commander should arrange to discuss the problem with the cadet's parents before proceeding with adverse actions, if at all possible.)

Continued ...



10. Adverse actions

Important Facts

Try to handle personnel issues informally.

- Counseling
- Oral reprimands
- Written reprimands
- Loss of privileges

For persistent problems or a firmer response:

- Membership suspensions
- Demotions
- Membership termination



CIVIL AIR PATROL

MAIN POINT #10: ADVERSE ACTIONS continued . . .

Membership Suspensions. Squadron commanders can suspend members for 60-days, or 180-days with the wing commander's approval. In the best case scenario, a suspension allows for a cooling-off period. If handled with discretion, other members need not know that someone has been suspended.

Demotions. The cadet regulation, CAPR 52-16, allows squadron commanders to demote cadets up to 3 achievements. But a demotion is a public form of punishment, and therefore can either push the cadet away from CAP for good, or if they remain, the ill will generated by a demotion can make a bad situation even worse.

Membership Termination. Membership in CAP is a privilege, not a right. Termination is the "death penalty" of CAP. Like any severe punishment, membership termination is subject to appeal, and it must be carried out with due process. Be sure that termination is the right course before proceeding. Read the regulation and follow it to the letter.

(CPPT violations and other serious issues will be discussed in depth during the "Positive Approaches Toward Legal Responsibilities" lesson. Counseling and coaching techniques are discussed in the "Indirect Leadership" lesson.)



10. Adverse actions

Best Practices

- Praise in public, punish in private.
- Help cadets learn from their mistakes.
- Demote & terminate only as a last resort.
- Discuss the situation with the cadet's parents.
- Read the regulation and follow it.
- For sensitive issues, see the DCP & legal officer.



CIVIL AIR PATROL

What are some good best practices to remember when dealing with difficult personnel issues and adverse actions?

The best leaders are able to persuade people to follow their lead and buy-in to the team's values, making adverse actions like suspensions and terminations unnecessary. Work hard to be that leader.



Time for a quiz

Answers are shown in the notes pane.

If you answer incorrectly, please go back and review the corresponding slide again, or the relevant CAP publication.

CIVIL AIR PATROL



Quiz

6. Is the squadron commander authorized to retain a promotion eligible cadet in grade?
- a. No. Cadets who meet all eligibility requirements are entitled to the promotion.
 - b. Yes, if the cadet fails an oral exam conducted by the promotion board.
 - c. Yes, if the squadron commander believes the cadet is not ready to accept increased responsibilities.

CIVIL AIR PATROL

Answer: C

References:

Page #33

CAPR 52-16, "Cadet Program Management," Chapter 2.
http://level2.cap.gov/documents/u_082503073142.pdf



Quiz

7. Match the award in the left column with its purpose in the right column.

- | | |
|-----------------------------|-------------------------|
| 1. President's Challenge | a. Superior performance |
| 2. Congressional Award | b. Longevity |
| 3. Red Service Award | c. Physical fitness |
| 4. Commander's Commendation | d. Cadet of the year |
| 5. Air Force Association | e. Community service |

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Answers: 1c, 2e, 3b, 4a, 5d

References:

Pages #37, 38 & 39

CAPR 39-3, "Award of CAP Medals, Ribbons & Certificates."

http://level2.cap.gov/documents/u_082203104145.pdf



Quiz

8. For each of the statements about CAP cadet orientation flights listed below, indicate whether they are true or false.
- a. Cadets must be under age 18 to fly.
 - b. Any CAP member licensed by the FAA may fly cadets.
 - c. Only CAP-owned aircraft may be used to fly cadets.
 - d. Each flight is conducted using syllabus that corresponds to an *Aerospace Dimensions* module.
 - e. Units may charge cadets \$10 per flight.

CIVIL AIR PATROL

Answers:

- A – True
- B – False
- C – False
- D – True
- E – False

References:

Pages #42 & 43

CAPR 52-16, "Cadet Program Management," Chapter 4.
http://level2.cap.gov/documents/u_082503073142.pdf

CAPR 60-1, "CAP Flight Management,"
http://level2.cap.gov/documents/u_082503073227.pdf



Quiz

9. Before beginning a fund raising project, the squadron commander must obtain
- a. approval from the wing commander.
 - b. copies of the unit's financial records.
 - c. the squadron's tax-exempt identification number from the IRS.

CIVIL AIR PATROL

Answer: A

References:

Page #46

CAPR 52-16, "Cadet Program Management," Chapter 1.
http://level2.cap.gov/documents/u_082503073142.pdf



Quiz

10. Before attempting to suspend a cadet for misconduct, a commander should first try
- a. orally reprimanding the cadet.
 - b. informally counseling the cadet.
 - c. discussing the situation with the cadet's parents.
 - d. all of the above.

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Answer: D

References:

Pages #49 & 50



Summary & Conclusions



CIVIL AIR PATROL

In this presentation, we reviewed the top ten issues related to the administrative side of the Cadet Program. Let's sum-up some of the most important points.



Summary & conclusions

Administering cadet tests, records, & finances requires 1-3 seniors. Use “part timers” to help.

The Member Kit gets cadets started, but leaders need to motivate them.

Leaders need a working knowledge of promotion eligibility rules.

Promotions motivate cadets; use them to shape & reward behavior.

Don’t advance cadets if they are not ready for new responsibilities.

Recognize your best cadets and seniors through awards.

Schedule O-Flights regularly. Cadets want to fly!



CIVIL AIR PATROL

Remember, during the in-residence portion of TLC, you’ll have an opportunity to ask questions about this material, and to discuss best practices with leaders from other squadrons.



Final thought



On behalf of the cadets

**Thank you
for your service!**

CIVIL AIR PATROL

Managing the administrative side of the Cadet Program is not a glamorous job. But it is our volunteer admin, personnel, and testing officers – three jobs that are often shouldered by a single person – who make it possible for cadets to take their tests, earn promotions on time, receive their awards, and go fly. On behalf of the cadets, thank you for your dedication.